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US ARMY IMPLEMENTS MULTI-SOURCE ASSESSMENT AND FEEDBACK (MSAF) PROGRAM

The Center for Army Leadership (CAL) has launched the Multi-Source Assessment and Feedback (MSAF) program, a confidential and focused online assessment tool that promotes self-awareness for individual leader development in today's complex operational environment. MSAF provides individual feedback to leaders related to the eight leadership competencies as described in FM 6-22, *Army Leadership*. The results are provided directly and confidentially to the leader. Commanders may be provided with a roll-up analysis identifying strengths and weaknesses in their organization, while individual assessments remain confidential. Assessments are anonymous (protect the identity of the assessor) and results are confidential.

The MSAF was started as a pilot program in February 2004 to raise self-awareness and guide skill improvement for Army leaders: 97% of pilot participants agreed the program concept was worthwhile. According to one Battalion Commander, “As for the 360 degree survey, I must admit that at first I was skeptical. It was yet another tasking on an already overfull plate. However, it was fantastic. I cannot recommend it highly enough. I found the survey extremely useful for me personally and also an extremely useful tool for my leadership.” This pilot led to a web-enabled system to efficiently gather data on leadership competencies outlined in FM 6-22.

MSAF applies to all domains of training and education (self-development, institutional, and operational), all cohorts (officers and warrant officers, NCOs and Army civilians), and all components, both Active (AC) and Reserve (RC). Individual feedback is confidential and may be from any combination of peers, subordinates, and superiors.

One First Sergeant who participated in the pilot said, “Nobody ever tells you if you're screwed up. They just talk behind your back or assign the mission to someone else. With the 360 assessment, you get the truth. This ain't just another survey; it's essential.” A Platoon Sergeant who also participated in the pilot confirmed the First Sergeant's point of view. “First time subordinates ever assessed my leadership,” commented the Platoon Sergeant. “Showed me I didn't care enough about families. Platoon leader counseling has been a joke up to this point in my career. Without 360-assessment, you'd never really know how Soldiers felt about you.”

Individuals will be required to initiate an assessment prior to attending Professional Military Education (PME) or Civilian Education System (CES) courses. For organizations within the operating

force, AC brigades will be scheduled every three years and RC brigades every six years to participate in the program. Organizations within the generating force are scheduled every five years. Individuals may utilize the MSAF at other times on their own initiative for self-development purposes. Organizational MSAF reports will be provided to commanders to identify strengths and weaknesses within their units related to leadership competencies, and to provide valuable feedback for organizational leader development. MSAF assessment instruments and feedback are accessed through the My Leader Development section on AKO or by logging on to <https://msaf.army.mil>.

Media interested in learning more about the Multi-Source Assessment and Feedback program should contact Dr. Jon Fallesen at the Center for Army Leadership, (913) 758-3160.